

For Comments Only

BUREAU OF INDIAN STANDARDS

Draft Indian Standard

**Security and resilience —
Crisis management — Guidelines**

ICS 03.100.01

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NATIONAL FOREWORD

(Formal clauses to be added later on)

The text of the International Standard has been approved as suitable for publication as an Indian Standard without deviations. Certain conventions are, however, not identical to those used in Indian Standards. Attention is particularly drawn to the following:

- a) Wherever the words 'International Standard' appear referring to this standard, they should be read as 'Indian Standard'.

In the adopted standard, normative reference appears to an International Standard for which Indian Standard also exists. The corresponding Indian Standard, which is to be substituted in its places, is listed below along with their degree of equivalence for the edition indicated:

<i>International Standard</i>	<i>Corresponding Indian Standard</i>	<i>Degree of Equivalence</i>
ISO 22300, Societal security — Terminology	IS/ISO 22300 : 2021, Security and Resilience — Vocabulary	Identical

Annexes A and B are for information only.

Note: The technical content of the document is not available on website. For details, please refer the corresponding ISO 22361 : 2022 or kindly contact:

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Scope

This document provides guidance on crisis management to help organizations plan, establish, maintain, review and continually improve a strategic crisis management capability. This guidance can help any organization to identify and manage a crisis. Elements for consideration include:

- context, core concepts, principles and challenges (see [Clause 4](#));
- developing an organization's crisis management capability (see [Clause 5](#));
- crisis leadership (see [Clause 6](#));
- the decision-making challenges and complexities facing a crisis team in action (see [Clause 7](#));
- crisis communication (see [Clause 8](#));
- training, validation and learning from crises (see [Clause 9](#)).

It is applicable to top management with strategic responsibilities for the delivery of a crisis management capability in any organization. It can also be used by those who operate under the direction of top management.

This document acknowledges the relationship and interdependencies with various disciplines but is distinct from these topics.

Introduction

This document has been developed to aid in the design and ongoing development of an organization's crisis management capability. It sets out principles and practices needed by all organizations.

Crises present organizations with complex challenges and, possibly, opportunities that can have profound and far-reaching consequences. An organization's crisis management capability and its ability to manage a changing environment are key factors in determining whether a situation or incident has the potential to pose a serious or existential threat to the organization and its environment. The crisis affecting an organization can be part of a broader crisis.

To ensure the crisis management capability has the desired outcome, the organization should provide:

- committed leadership;
- structures (e.g. funding, communications, relationships and linkages, equipment, facilities, information management, principles, processes and procedures);
- a supportive culture (e.g. values, ethics, code of conduct);
- competent personnel (e.g. knowledge, skills and attitude, flexible thinking).

An organization's crisis management capability will be influenced by its relationship with other interdependent areas such as risk management, business continuity, information security, physical security, safety, civil protection, incident response and emergency management.

The organization should adopt a structured approach to crisis management by applying a set of principles on which a crisis management framework can be developed. These interrelated principles, framework and applicable process elements support the implementation of a crisis management capability in a purposeful, consistent and rigorous manner (see [Figure 1](#)).